

Appendix L:

Montana Department of Transportation (MDT)

Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which Montana Department of Transportation is responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

| | |
|---------|---|
| BLUE | Travel Montana |
| YELLOW | TAC, State & Local Government (policy makers) |
| RED | Tourism Regions & CVBs |
| GREEN | State & Federal agencies (other than Travel Montana) |
| GRAY | Business and business associations (Chambers, MIKA, TIAM, etc.) |
| FUSCHIA | MTTA, Tribes, MIBA, BIA |
| WHITE | Nonprofit organizations (no shading) |

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. While traveling in Montana via highway, air, or rail, visitors need a comprehensive system of information for a successful vacation experience. An integrated system directs travelers to places they otherwise would not visit.

According to ITRR research, 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, other facilities/agencies that offer visitor information need to be integrated as part of a comprehensive statewide system. Additionally, other components of a comprehensive visitor information system are needed such as free wi-fi, podcasts, RSS feeds, video downloads, etc.

All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. Promote the system through travel web sites, visitor guides, and partners

1.4.d. Use technology to enhance Montana visitor information and marketing efforts. Visitors increasingly use technology before and during their trips to plan, make decisions, and enhance their experience. Evaluate ways to incorporate technology into Montana's comprehensive visitor information system, such as expanded use of TIS systems, 511 system, audio tour downloads in MP3 format, wireless hot spots, easy access to podcasts, Real Simple Syndication (RSS) news/information feeds, blogs, computer workstations, etc. Ensure that components of the system are promoted on web sites and in visitor guides.

Priority: Medium

Responsibility: TM, MTRI, MTTA, CC

Measurable Objectives:

- Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.
- Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana's VICs, rest areas, chambers of commerce, airports, and train stations into state economic development efforts by showcasing Montana's heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana. Work with local/regional organizations to voluntarily maintain displays with current information.

Priority: Medium

Responsibility: TM, MDT, DOC, MTTA, BIZ, CC, NPO, MEDA

Measurable Objectives:

- Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.
- Implement system of enhanced information about Montana and its products, and maintain/expand annually.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.3: Change the state law and rules to broaden eligibility for the Montana Byways program (and access to federal funding).

Encourage the Montana Legislature to change the Montana Byways program, so that more highways can be designated as state scenic/historic byways, and become eligible for federal funding for byway planning, improvement projects, and marketing. Coordinate efforts with the existing U.S. Forest Service National Forest Scenic Byway Program, Bureau of Land Management Backcountry Byway Program, and the Tribal Byways Program. Form a State Scenic Byways Advisory Committee and initiate local planning along proposed byway corridors and loops to begin the designation process. Gather local public input to establish values and parameters for corridor or byway designation, and respect community heritage and character in the process of developing byway/corridor plans and marketing strategies.

Priority: Medium

Responsibility: SG, MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA

Measurable Objectives:

- Accomplish changes in law and rules in the 2009 legislative session.

Responsibility to track/report: MDT

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana cities.

Implement tourism-related opportunities identified in the Montana Department of Transportation Air Service Study (December 2006). Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service. Where possible, address needs of airlines to enhance service. Identify airport improvements and aviation strategies that will support or enhance tourism. Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service. Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public-use recreational airstrips.

Priority: High

Responsibility: MDT, EDO, CVB, LG, BIZ

Measurable Objectives:

- Implement actions identified in the MDT Air Service Study (2006).
- Evaluate air service incentives/guarantees with cities, counties, and EDOs.

Responsibility to track/report: MDT, CVB

Action 7.2: Continue to implement Montana's rest area strategy.

Implement strategies contained in MDT's Rest Area Plan and TranPlan 21 to improve rest areas. Complete new rest area projects with design improvements and visitor services, including visitor information and electronic technology to meet needs of tech-savvy travelers (wi-fi, etc.). Address seasonality and extend hours of operation at key rest areas needed to serve tourists. Develop partnerships with private/nonprofit organizations to assist with funding, seasonal maintenance and staffing needs.

Priority: Medium

Responsibility: MDT, TM

Measurable Objectives:

- Annually complete projects in the rest area strategy as funding is available.
- Develop five public-private non-profit partnerships to enhance rest area maintenance and visitor services.
- Improve customer satisfaction ratings from residents and visitors about Montana rest areas.

Responsibility to track/report: MDT, TRR

Action 7.3: Improve and maintain Montana roads and bridges.

Advocate for funding and implementation of Montana Department of Transportation highway and bridge improvement actions identified in TranPlan 21 and the Statewide Transportation Improvement Program (STIP). Encourage local input into decision-making on road improvements which will enhance or affect natural, historic, cultural, and community assets. Additionally, encourage partnerships and funding opportunities to address transportation infrastructure needs. Participate in the Western States Tourism Policy Council discussions about transportation issues.

Priority: Medium

Responsibility: MDT, SG, LG, TRB

Measurable Objectives:

- Annually seek funding through future federal transportation re-authorization bills to maintain and improve Montana roads and bridges.
- Complete at least two projects annually in each region.

Responsibility to track/report: MDT

Action 7.4: Increase use of passenger rail and transit service in Montana.

Passenger rail and transit service, such as tour trains and shuttle service where available, provide appealing transportation alternatives to Montana visitors, and reduce traffic pressure in congested areas.

7.4.a. Promote Amtrak's Empire Builder service in Montana.

Build relationships and coordination efforts with Amtrak, and advocate to state/federal agencies and elected officials for support of Amtrak service. Work with Amtrak, tour operators, tourism businesses, and other organizations to promote the use of rail service through packaging, rail-drive-bus tours, etc.

Priority: Medium

Responsibility: MDT, LG, BIZ, CC

Measurable Objectives:

- Seek federal support for Amtrak by 2009.
- Increase Amtrak ridership by both residents and nonresidents by highlighting Amtrak service on state/regional/local tourism web sites and publications.
- Create at least six guided tours, itineraries and packages in Montana annually for Amtrak passengers.

Responsibility to track/report: MDT, Regions

7.4.b. Promote excursion rail service in Montana. Support Montana's excursion trains (Copper King Express, Anaconda-Butte; Charlie Russell Chew Choo, Lewistown-Denton; Alder Gulch Short Line Railroad, Virginia City-Nevada City) and encourage the development of others. Participate in the update process of corridor plans undertaken by MDT, and in the Montana Rail Service Plan, to review passenger rail issues, potential additional service opportunities, and the feasibility of restoring passenger service to Montana's Southern Route.

Priority: Low

Responsibility: CC, BIZ, LG, NPO, MDT

Measurable Objectives:

- Increase tour train ridership by 5% annually.
- Ensure tourism industry involvement in the update of the state rail plan.

Responsibility to track/report: CC, MDT

7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations. Successful partnerships to provide shuttle and transit service for travelers are underway in Flathead and Gallatin counties. A shuttle service between Bozeman and Big Sky provides transportation for skiers, as well as for resort employees and residents. Explore additional opportunities to utilize federal transportation funds and public-private partnerships to expand transit service.

Priority: Medium

Responsibility: MDT, LG, NPS, BIZ, CC

Measurable Objectives:

- Identify opportunities to expand service, and to use federal transit funds.

Responsibility to track/report: MDT, Chambers of Commerce

Action 7.5: Expand bike/pedestrian trail systems in and between Montana communities, and connections to trailheads on state/federal lands.

Form partnerships between local governments, agencies, tribes, private landowners, user groups, tourism businesses, and others to plan, seek funding sources, and address management of Montana's trail system. Use the State Trails Advisory Committee (STAC) to facilitate communication and action between partners. Integrate Montana's trail system with the state's primary transportation network and, where appropriate, provide alternatives to vehicular transportation, according to guidelines in the Montana State Trails Plan, TranPlan 21, and local transportation plans. Improve bike and pedestrian facilities in urban and rural areas, and combine improvements with byway activities for partnerships and federal funding.

Priority: Medium

Responsibility: NPO, MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO

Measurable Objectives:

- Continue to expand the bike/pedestrian trail systems statewide by 2010.

Responsibility to track/report: MDT, Bicycling organizations

Action 7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions, and other tourism-related groups, including use of international symbols (symbol signs).

Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook by the end of 2009. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGO program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should outline the Montana process to install/replace highway signs, and recommended process for local officials to assist with signing priorities based on important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations, and make it available as a downloadable file from the MDT web site. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs).

Priority: Medium

Responsibility: MDT, TM, LG, TRB, BIZ, MHS, MTRI

Measurable Objectives:

- Present a sign guidelines workshop at the Governor's Conference on Tourism.
- Complete a draft handbook and distribute electronically by December 2009 for stakeholder/Travel Montana review.
- Complete the final sign handbook and distribute statewide by April 1, 2010.

Responsibility to track/report: MDT, Travel Montana

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana's Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High

Responsibility: MMS, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM

Measurable Objectives:

- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: Montana Main Street

Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

8.2.b. Address billboard proliferation and unsightly outdoor advertising signs. Create incentives for businesses to replace billboards with commercial Tourist-Oriented Directional Signs (TODS) and Specific Information Signs (LOGO). Collaborate with the Montana Motorist Information Signing Group, tourism businesses and organizations to promote the programs and assist with re-evaluation of the TODS/LOGO program cost and process to identify ways to expand use of both sign opportunities. Encourage local and state officials to mitigate negative impacts of billboards, while still providing advertising opportunities for businesses and useful information for travelers. Educate businesses about effective use of colors, graphics, text, and appropriate night lighting, and to consider alternatives to billboards where possible.

Priority: High

Responsibility: MDT, REG, LG, CC, BIZ, LO

Measurable Objectives:

- Collaborate to plan at least one workshop in each region annually for businesses and attractions about effective signs and alternatives to billboards.
- Summarize tourism industry input about the program by December 2010.
- Confirm contracts with businesses and install at least ten new TODS and LOGO signs annually in each region.

Responsibility to track/report: MDT, Chambers of Commerce

8.2.e. Evaluate state participation in the “RV Friendly” designation program for businesses, attractions, and VICs. Interim Approval for the use of the RV Friendly symbol is granted to any jurisdiction by the Federal Highway Administration. A state may request Interim Approval for all of its jurisdictions, and must agree to maintain an inventory list of all locations meeting the criteria and displaying the symbol. As of October, 2007,

twelve states participate in the RV Friendly road sign initiative: Minnesota, Iowa, New Mexico, New Hampshire, Michigan, Oregon, Louisiana, Tennessee, Washington, Florida, California and Texas. For information: mutcd.fhwa.dot.gov/res-mem_rvf, or mutcd.fhwa.dot.gov/rm_rvf02.

Priority: Medium

Responsibility: **MDT**, **DOC**, **SG**, **LG**, **BIZ**, **CC**, **COAM**

Measurable Objectives:

- Research the RV Friendly initiative by year end 2008.
- Seek legislative approval, if appropriate, of the RV Friendly sign designation in the 2009 or 2011 legislative session.

Responsibility to track/report: **MDT**, **Travel Montana**

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: **TM**, **ALL**

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: **Travel Montana**

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: **TM**, **ALL**

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: **Regions**, **CVBs**, **MTRI**, **MTTA**

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: **TM**, **ALL**

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: **Travel Montana**, **Regions**, **MTRI**

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: **TM, ALL**

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: **Travel Montana**

| Action Table | | Priority | 08 | 09 | 10 | 11 | 12 | Lead | Partners |
|---|--|----------|----|----|----|----|----|------------|--|
| Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors. | | | | | | | | | |
| 1.3 | Collaborate with tourism marketing partners to plan/implement priority marketing efforts | | | | | | | | |
| 1.3.a | Host an annual marketing plan meeting to coordinate the marketing planning process | H | | | | | | TM | TAC, REG, CVB, FWP, MHS, MDT , MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA |
| 1.4 | Improve Montana's Visitor Information System to extend visitor stays and spending | | | | | | | | |
| 1.4.d | Use technology to enhance visitor information and marketing efforts | M | | | | | | TM | MTRI, MTTA, CC, MDT |
| 1.4.e | Expand displays of MT destinations/products at all visitor locations statewide | M | | MO | | | | TM | MDT , DOC, MTTA, BIZ, CC, NPO, MEDA |
| Goal 2: Attain public policy and citizen support for sustainable tourism and recreation. | | | | | | | | | |
| 2.3 | Change state law and rules to broaden eligibility for the Montana Byways program | M | | MO | | | | SG | MDT , USFS, BLM, TRB, CC, TIAM, NPO, MEDA |
| Goal 7: Improve Montana's transportation system for both residents and visitors. | | | | | | | | | |
| 7.1 | Increase air service capacity to and from Montana cities | H | | | | | | MDT | EDO, CVB, LG, BIZ |
| 7.2 | Continue to implement Montana's rest area strategy | M | | | | | | MDT | TM |
| 7.3 | Improve and maintain Montana roads and bridges | M | | | | | | MDT | SG, LG, TRB |
| 7.4 | Increase use of passenger rail and transit service in Montana | | | | | | | | |
| 7.4.a | Promote Amtrak's Empire Builder service in Montana | M | | MO | | | | MDT | LG, BIZ, CC |
| 7.4.b | Promote excursion rail service in Montana | L | | | | | | CC | BIZ, LG, NPO, MDT |
| 7.4.c | Encourage/expand intercity transit service to high traffic visitor locations | M | | | | | | MDT | LG, NPS, BIZ, CC |
| 7.5 | Expand bike/pedestrian trail systems among communities, and connections to trailheads | M | | | MO | | | NPO | MDT , FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO |
| 7.6 | Develop a user-friendly handbook of information about the highway signing process | M | | MO | MO | | | MDT | TM, LG, TRB, BIZ, MHS, MTRI |
| Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors. | | | | | | | | | |
| 8.1 | Increase the capacity of Montana communities to be more competitive in tourism | | | | | | | | |
| 8.1.b | Expand/strengthen Montana Main Street Program to extend visitor stays & spending | H | | | | | | MMS | SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT , TM |
| 8.2 | Implement improvements to make Montana communities more visitor-friendly | | | | | | | | |
| 8.2.b | Address billboard proliferation and create incentives for replacement with TODS | H | | MO | | | | MDT | REG, LG, CC, BIZ, LO |
| 8.2.e | Evaluate state participation in the RV Friendly designation program | M | | MO | MO | | | MDT | DOC, SG, LG, BIZ, CC, COAM |
| Goal 10: Build an effective "team" to implement the Strategic Plan, and report results. | | | | | | | | | |
| 10.1 | Recognize Travel Montana as 'team captain' to communicate/coordinate regularly with partners | H | | | | | | TM | ALL |
| 10.2 | Create public/private/tribal partnerships for cooperative project implementation | H | | | | | | TM | ALL |
| 10.3 | Implement Strategic Plan discussion/reporting to align activities with goals and actions | | | | | | | | |
| 10.3.a | Conduct annual Strategic Plan implementation workshops in each region | H | | | | | | TM | ALL |
| 10.3.c | Submit updates on Strategic Plan implementation for Annual Report to TAC, etc. | H | | MO | | | | TM | ALL |

KEY TO PARTNER CODES: BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council